

CLUB BENSON & HEDGES RECOMMENDATIONS FOR 1997

Festival Productions, Inc.
John Schreiber Group, Inc.
October 23, 1996

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A Strategy For Success

Based on the invaluable lessons we have learned during the past six months, we have developed a strategy for success for next season's Club Benson & Hedges program.

This strategy targets basic areas in which changes and recommendations will be implemented to improve the greater overall impact and effectiveness of the program.

These areas include:

- Market Schedules
- Venue Selection
- Talent Bookings
- Production Management
- Alternative Promotions

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Number of Shows and Markets

In order to increase attendance at our events, and to broaden the national impact of the Club program, we believe that it is essential that we increase the overall number of markets, while decreasing the number of shows per market.

- Ten Shows, Ten Cities, 100 Great Nights Of Music -

We feel this equation will provide us with an excellent formula for success. By reducing the number of shows per market to ten, we limit the risk of market saturation, while keeping a substantive presence in each market.

In addition, we will launch each market with our strongest acts, creating buzz for the overall program.

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Timing Is Everything

Thursday - Saturday Strategy

By limiting the number of Club B & H shows per market, we will be able to implement a "weekends only" policy for Club Benson & Hedges events.

Clearly it is the weekend dates, (Thursdays through Saturdays), that provide us with the most satisfactory audiences, and the broadest exposure.

April - August 1997

By targeting a limited period for Club Benson & Hedges in 1997, and "bunching" markets over a 4 month period, we will be able to route artists and book shows more efficiently to take advantage of multi-date artist pricing.

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Centralization of Management

In 1997, JSG/FPI will assume all aspects of show production. This means that all details of event production will be centrally coordinated from our offices in New York, working in concert with our designated local market producer. By operating as a completely centralized operation, we will eliminate the type of production difficulties that occurred in certain venues.

A centralized production management team will also allow us to produce our dates in a way that is highly cost effective.

In each market, JSG will be responsible for creating package deals for:

- Sound and Lights
- Band Gear and Back Line
- Accommodations for Artists, and Club Benson & Hedges Staff
- Ground Transportation
- Alternative Promotion

Club Selection: Venues & Partners

Our experience in this first year has taught us that there is nothing more helpful to the success of an event than having a strong venue partner.

With all aspects of production under the control of JSG/FPI, and our local producer implementing audio, lighting, transportation, and accommodations, the venue managers around the country will be able to focus solely on club operations.

Based on our experiences with the 1996 program, we will be able to select only those venues that have been our best allies. Qualifications for our venues will take into account the following considerations:

- *Proven ability to deliver promotion.*
Experience has shown us which venues have the expertise and commitment to properly follow through on the promotion of their Club Benson & Hedges dates.

Club Selection: Venues & Partners (cont.)

- *Proven ability to deliver large audiences.*

From our 1996 time in-market, we can determine which of our venues will consistently offer the largest houses.

- *Proven ability to deliver in-house production details.*

No matter how much of the responsibilities of production we assume, there are still details that must be addressed by venue management. Some clubs just do it right, and these are the venues we will target for 1997.

- *Cooperative, responsive and willing staff.*

The 1996 season has introduced the Club Benson & Hedges program to many club owners who will receive our return enthusiastically, and these will be our first choice partners for 1997.

Club Selection: Venues & Partners (cont.)

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- *A smoking atmosphere.*

JSG will select venues with a built-in smoking atmosphere, whenever possible.

By building on our relationships with key clubs, and by limiting the number of dates in each city, we will be able to ensure that our dates produce higher overall quality and visibility for the program.

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The Performers

Artists with a Guaranteed Audience Base

Our greatest and most consistent successes have been with veteran performers. The popularity of their material guarantees a broader audience base, and their name recognition is greater due to better air play and general media exposure.

In 1997, we will focus our booking strategy on these seasoned acts, placing emphasis on heavy hitters (e.g. Lakeside, Morris Day & The Time, George Howard, Cameo, Zapp/Roger) who have proven their staying power and widespread appeal.

A Club Benson & Hedges 1997 Preferred Performer Roster Includes:

After 7
 Gerald Albright ✓
 Roy Ayers ✓
 BarKays ✓
 Jonathan Butler ✓
~~Brick~~
 Cameo
 Confunkshun
 Deborah Cox ?
 DAZ Band
 George Duke ✓
 Exposé
 Rachelle Ferrell ✓

Gap Band
 Everette Harp
 Howard Hewitt
 George Howard
 Freddie Jackson
 Lakeside
 Sean Levert
 Brian McKnight ?
 Marion Meadows ✓
 Mary Jane Girls
 Maxwell ✓
 Montell Jordan ✓
 Morris Day & The Time
 CeCe Pennington

✓ Najee
 Jeffrey Osborne ✓
 Phil Perry
 Pieces Of A Dream ✓
 Silk ✓
 Solo
 S.O.S. Band
~~Teena Marie~~
 Tony, Toni, Tone!
~~Total~~
 Whodini ?
 Will Downing
 Zapp/Roger
New Edition

Veterans & Newcomers

One method to package artists in 1997 is to feature contemporary and veteran acts within one bill.

The veteran acts will work with live band, while the contemporary artist would work to track. Whenever possible, the contemporary half of these double bills will be popular local artists.

Packages might be:

Zapp/Roger
with 112

Lakeside
with Joe

Gap Band
with Brownstone

Jeffrey Osborne
with Chantay Savage

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Contemporary Stars

For our dates targeted to venues with a younger population where newer artists are appropriate, we will create package shows featuring two or more contemporary groups per date. Attractive double-bills will be exciting to audiences, venue management, and will be highly promotable to local media.

Production of these packages is possible as younger acts often work "to track," allowing a multi-artist presentation in venues with limited performance space and production budget.

Examples of these package shows might include:

Montell Jordan
and Chantay Savage

SWV
and H Town

Monifah
and 112

Xscape
and Intro

Brownstone
and Deborah Cox

Chante Moore
and Men At Large

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Increasing Program Visibility

Titles and Tags

In developing promotion for Houston market dates, we created a secondary title, "The Stars Come Out at Night," which proved very effective as a tag for use in alternative media. Learning from this experience, we will work to create impactful titles and tags which can be utilized independently from "Club Benson & Hedges - 100 nights live," that help to create a cohesive identity for the program.

Intermission

We will also incorporate an intermission into each event for name generation/pack sales purposes. This will afford us the opportunity to make the audience more aware of the various components of the program.

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Alternative Incentive Marketing

In order to increase attendance, we will work to create additional incentives for the purchase of tickets for Club Benson & Hedges shows in each market.

Possibilities include the development of a Club Benson & Hedges "Passport" that would offer discounts for those who attend more than one show. The passport would also be an excellent alternative promotion give-away premium.

Group ticket packages could also be created that would be marketed via our local promotional coordinators in each city.

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